**PROBLEMS OF ENTREPRENEURSHIP IN NIGERIA (A STUDY NATIONAL YOUTH SERVICE CORPS (NYSC) ENUGU NORTH)**

**BY**

**NWANKWO MARGRET NWADIUTO**

***GOU/09/0023***

**DEPARTMENT OF BUSINESS MANAGEMENT**

**FACULTY OF MANAGEMENT AND SOCIAL SCIENCES**

**GODFREY OKOYE UNIVERSITY, UGWUOMU-NIKE**

**ENUGU STATE.**

**JUNE, 2013**

**TITLE PAGE**

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**A PROJECT REPORT SUBMITTED TO THE**

**DEPARTMENT OF BUSINESS MANAGEMENT**

**FACULTY OF MANAGEMENT AND SOCIAL SCIENCES**

**GODFREY OKOYE UNIVERSITY, UGWUOMU-NIKE, ENUGU**

**IN PARTIAL FULFILMENT FOR THE AWARD OF BACHELOR OF SCIENCE (B.Sc.) DEGREE IN BUSINESS MANAGEMENT**

**SUPERVISOR: DR. MRS. CHIBUIKE**

**JUNE, 2013**

**APPROVAL PAGE**

This is to certify that this research was approved by the Department of Business Management, Godfrey Okoye University, Ugwuomu-Nike, Enugu.

 By

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**External Examiner Date**

**CERTIFICATION**

I, Nwankwo, Margret Nwadiuto an undergraduate of Department of Business Management, Godfrey Okoye University, Enugu, with registration number GOU/09/0023, do hereby attest that the work embodied in this project is original and has not been submitted in part or in full for any other diploma or degree of this or any other university.

……………………………… ……………………………

**Nwankwo, Margret Nwadiuto DATE**

 **DEDICATION**

I dedicate this study to Almighty God for His infinite grace and mercy that aided my stay in school, as well as the successful completion of this project, and to my parents, Mr. & Mrs. Arinze Maah.

**ACKNOWLEDGEMENTS**

First and foremost, my appreciation goes to God Almighty, who in His infinite mercies, love, protection and grace sustained me throughout the duration of this study.

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Finally I acknowledge myself for taking the risk and bearing the pain carry out this work and typing it as well not minding the sleepless night it has cause me.

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**ABSTRACT**

*This study is focused specifically on the effect of time management on employees’ performance. It examines the influence of time management on employees’ performance. Enugu , using MICHELLE LABORATORY LTD. as a case study. Three research questions and three Hypotheses were formulated. The population for this study was made up of 260 and Taro Yamane formula was used to determine the sample size of 158 respondents who work in the various departments of the company. Descriptive Survey design was employed. The study elicited opinions of the subjects on the time management and its effect on employees’ performance. The major instruments used in the data collection for the study was questionnaire and interview. The test of a hypothesis was conducted using simple chi-square with the aid of the SPSS software, thus establishing the fact that time management is a significant tool for employees’ performance. The hypotheses were statistically significant therefore; the study accepted all the alternate hypotheses. The study concludes that time management is a relevant technique in the enhancement of employees performance in organizations. The study recommends that every manager should recognize the importance of time management in order to enhance commitment. Because time management is a secret to success. Again employees should learn to plan in order to utilize their time judiciously and save time for their social life.*

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**CHAPTER ONE**

**INTRODUCTION**

**1.1 Background of the Study**

In every organization there must be a manager who is at the helm of affairs to coordinate command and control organizational resources to achieve organizational goals efficiently and effectively. However, no manager can achieve this without the use of managerial skills of which time cannot be left out. As a manager or entrepreneur, you need to know how to manage your time very judiciously so as to avoid activities regarded as time killers that may debar you from accomplishing the organizational goal.

Time is a very important resource in management. Time limits us from accomplishing a lot of goals. Once time has come and gone, it can never be recalled back. Time is not kept in custody until when the need arises; it rather waits for no man. So we must make the best use of our time.

 Time is of great essence, thus very vital for smooth performance of employees. Hence, time management is recognized as a critical factor for determining success in industries. Time management plays a relevant role in improving employees’ performance and achievements. Employees’ performance is the most crucial to the organization today on matter how successful or developed, it is man power which it has because those workers are the ones that has made the organization successful and developed it. This is why it has become so important for the organizations to look upon the performance of the employee in order to know who is doing well and who is not. And in order to know the performance of a worker, the managers must know how they are to calculate the performance level of them because it is important to understand how they must assess this information. Fredrick Taylor who has done research on the evaluation of the employees’ performance and says that it is not employees’ duty to know how well they are doing because one cannot tell themselves regarding their own goals but the management that is over the worker should be held responsible for this task. Therefore, manager in the organizations must look at the workers performance and according to that they must select the right position for them in the organization in which they will perform at their best. Fayol, (1916) came up with the 14 principles of management in which he had defined the qualities of the workers that had direct connection with their performance. Qualities of employees which would assess his or her performance were knowledge, skills, moral, physical, mental, and education.

Time management is constantly obliged when employee submits for the satisfaction of an undertaking or a task. Time management is also significant for the accomplishment of any occasion. Each and every employee should have time management ability which includes setting goals & priorities, using time management mechanism and being organized in using time. Here time management is only possible through self-motivation; performance, ability and commitment (Brigitte et al, 2005). These are the few activities performed by today’s managers, which act as a barrier between them and their employees’ performance. Due to miss management of time there is gap behind. This study will help to analyze the positive and negative effect of time management on the employees’ performance in an organization.

Time management is the management of the daily activities employees engage in during each time. The book of Ecclesiastes 3:1-8 says that “there is time for everything” so effective time management is one skill employees must learn for increased productivity, efficient and performance. What then is time management? Time management is the efficient use of our resources, including time, in such a way that employees and managers are effective in achieving important goals. To be efficient, employees and managers have to do the right things. To be effective employees and managers have to do the right things right.

Farouq (2000) opined that time is the one commodity that is given to everyone equally. Time always passes with the same fixed speed, but it seems that people are always short of time. Time management is the act or process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity. This is to say that time management is important for everyone, because it deals with planning, exercising conscious use of time, organizing ones way of life and improve all organizational activities. Philpot (2011), posited that In order to make more efficient and effective use of your time, you must be able to plan for the future and prioritize the present. Furthermore, time management books and seminars often place their focus on business leaders and corporations, it is also crucial for student teachers, factory workers, professionals, and home makers (Buck et al 2000). In line with, Altaf and Awan (2011), among recent sociologists have shown that the way workers view time is connected to social issues such as the institution of family, gender roles, and the amount of labor by the individual. Meanwhile, Mitchell and Samms (2010) description of time management, individuals first determine their needs and wants and then rank them in terms of importance.

 Abd-el-Aziz, (2012) prostrated that time management is a set of certain skills and methods to achieve targets, goals and objective such as setting goals, analyzing, allocating and organizing the available time. No matter the skills employees posses there will always be more to do than employees can ever accomplish with the time available to organization. While Adebisi, (2013). State that in spite of its high significance, organizations do not treat time management as essential ingredient of survival. Time management is now taken as a separate field of study and it has become imperative for the organizations to hire consultants to teach employees how they can better employ their time. Some organizations now arrange time management workshops and seminars that are quite helpful for the employees to better manage their time Abd-el Aziz, (2012). In agreement with, Ugwu (2008) Time management involves skills like planning, organizing, implementing, and controlling. It is organizing and executing around priorities. In time management, things which matter most should never be at the mercy of things which matter least. Focus on the truly important things even if they are not urgent activities.

Plan, according to organizational goals, mission, roles, and priorities. In genesis 1, during the creation of world God planned everything one after the other and after each creation, he approved of it before going into another. He did that for six days, he did thorough planning, and there was no mistake. Therefore, there is need for constant evaluation of how worker use their time in an organization, and there must always be room for improvement on how workers spend their time. Time log could be of good help to employees. What then is time log? Time log is a guide on how employees should spends their time, it is a check on employees’ movement and also a monitoring device. This is just like a scale of preference where organization lists their goals according to it s order of priority, and take them one after the other.

This study is focused specifically on time management. The researcher wants to examine the influence of time management on employees’ performance in selected firm in Enugu to know whether employees can or cannot maintain their current performance within the restricted time frame given under various circumstances.

1.2 **Statement of the Problem**

The problem associated with time management and its effect on employees’ performance is as a result of; lack of plan and vision, lack of focus on the first things- priorities and poor time management in an organization.

In an organization most individuals and managers of organizations lack the ability to plan subsequently and also they lose the vision of the organization which results to the failure of every individuals and the organization as a whole. It is a known fact that failing to plan is planning to fail; planning and managing our time led us to our vision.

Lack **of focus on the first things first-priorities is another big challenge being faced by so many organizations.** First things first’ means **being clear about your priorities and acting on them*.* When organizations fail to work on first things priorities then it will lead them to deviate from the original plan of such organization and this affect the level of their performance.** Many employees and managers unconsciously fall into the trap of getting caught up in non-important things. They neglect the larger life priorities until it becomes too late to act on them. To become a master of time employees and managers need to first be aware of their priorities in the larger context of organizational life.

Another problem that could lead to the downfall of an organization is poor time management. Majority of organizations are unable to properly manage their time. Every organization desire to increase their productivity but if managers are underperforming and /or unable to properly manage time them will not have the ability to increase their employee’s performance and productivity. In most cases the adaption of time management is usually difficult to form as a habit. Since time management is an essential ingredient for success, employees and managers need to learn proper utilization of time to achieve the set of goals and objectives of the organization.

 **1.3 Objectives of the Study**

The main objective of the study is to examine the effect of time management on employees’ performance at Michelle laboratory , Enugu. And the specific objectives are to:

(i) To ascertain the extent to which a relationship exist between planning and employees’ performance.

(ii) To assess the influence of poor time management on employees’ performance.

(iii) To highlight the extent **to which the first things-priorities** enhances employees’ performance.

**1.4 Research Question**

The research questions stated below are formulated based on the statement of problem and objectives of the study.

* What is the relationship between planning and employees performance?
* To what extent does poor time management significantly influence employees’ performance?
* To what extent does **first things-priorities significantly** enhances employees’ performance?
* **Research Hypotheses**

In line with the research questions the following hypotheses were formulated to guide the study.

* There is a significant positive relationship between planning and employees performance.
* Poor Time Management has a significant influence on employees’ performance.
* **The first things-priorities** significantly enhance employee’s performance.

**1.6 Significance of the study**

 Given the fact that this study is timely because organizations have been yearning for Innovation that will enable them enhance productivity, minimize cost and maximize profit, the findings will be significant to: organisations, employees and students at large.

* This study will be beneficial to the employees in various Organizations; especially those in manufacturing department, because it will enable them strengthen their zeal, utilize their resource and do all they planned to do promptly.
* This study will also be beneficial to student because it will enable them Plan Properly for Peak Performance, Create good study habits, Follow their plan, Set priorities, Overcome procrastination and Look Back from the Future.
* Time management will be beneficially to organizations because it enables them to stay on top of their tasks and goals. It will Less stress, get more done, less rework, less life friction and problems, more free time, less wasted time, more Opportunities, Improves Your Reputation, Less Effort and more time where it matters.

**1.7 Scope**

The scope of this study covers effect of time management on employees’ performance using Michelle laboratory Ltd , Enugu as a case study.

**1.8 Limitation**

This research is limited on the study of Michelle laboratory, Enugu as a result of the following factors: the employees at first thinks that the outcome of the questionnaires will be used against them in the aspect of them giving negative answers and in which, the management might take it up with them. So it takes a lot of convincing for them to be able to give reliable and accurate answers.

Another aspect is time constraints, the management is always complaining about not having time to answer the questionnaires. But due to this factor, the researcher resolve to questionnaires and nonetheless, a lot of pleading was made before they can actually answered the questionnaires.

**1.9 The Profile of the Organization Used Operational Place of Study**

Michelle Laboratories limited is a private company, limited by share under the federal republic of Nigeria company Act of 1968. The company started its operation on 2nd day of July 1979, as evidenced on its certificate of incorporation No.29353.

In its Memorandum and articles of association, the registered office of the company is in Nigeria, with its operational base at plot 23, block 2, thinker corner industrial layout, Enugu, Enugu state.

Among other lawful business dealings, the company carries out the manufacturing and sale of pharmaceutical products under the name of CIKA Michelle laboratories is registered with Pharmaceutical Council of Nigeria (PCN),National Agency for Food, Drug Administration and Control(NAFDAC)under the supervision of *Sir Pharm. Christian Chukwuelozie Atuegwu,*the chairman, managing director and superintendent pharmacist.

From legally importing pharmaceutical products, we now manufacture in our factory a wide range of products amongst which are capsules, tablets and powders in the antibiotic, vitamins, etc.

Due to diligence, dedication, commitment to excellence of staff and management, and support from numerous customers nationwide, the company is ranked as one of the fastest growing pharmaceutical manufacturing companies in Nigeria known for quality products that meet international standard at prices that offer real value. Our products are widely distributed. Our commitment is to produce and deliver flawless products on time and every time. There is always our company’s representative nearer to you to guarantee good services at your doorstep.

Michelle laboratories limited, with her founder has strong management team comprising of accomplished professionals who excelled in both their academic and professional career.

**1.10 Definition of Terms**

***Time management***

It is the act or process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity.

**Time**

The term time can be seen to mean a measure or yardstick of seconds, minutes, hours, and years. It can also be referred to as the period during which action or a process continues. Time is therefore irreversible successive and transitive. Time cannot be changed; neither can it be physically stopped, compressed, expanded or ever recorded. (Shaibu, Ogwuche, G. Mbaegbu, R.E.V, 2012)

 **Employee** An individual who provides labour to a company or another person.

**Performance**

The free online business dictionary defines this as the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In this study, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

**Employee Performance**

According to business dictionary, define employee performance as a job related activities expected of a worker and how well those activities were execute

**CHAPTER TWO**

**REVIEW OF RELATED LITERATURE**

**2.1 Conceptual Framework**

**2.1.1 Concept of management**

Management is an important element in every organization. It is the element that coordinates currents organizational activities and plans for the future. However management is generic term and subject to many interpretations. A number of contrasting ideas are attributed to the meaning of management and to the work of a manager. There are also different ways of viewing the study and knowledge of management. Terry (1971) opined that Management is a process “consisting of planning, organizing, actuating and controlling, performed to determine and accomplish the objective by the use of people and resource. Meanwhile, knootz, (1961) defined Management as the art of getting things done through others and with formally organised groups. Furthermore,Fayol **(**1930**)** expressed that Management is to forecast, to plan, to organize, to command, to coordinate and control activities of others. In order west, Management is essential in all organized effort, be it business activity or any other activity and also it is critical element in the critical growth of the country. In management the researcher fined some concept of management that is useful to the organization, such as:

* Functional concept: Management basically is the task of planning, coordinating, motivating and controlling the efforts of other towards the goals and objectives of the organization. According to this concept, management is what a manager does (planning, executing, and controlling)
* Human relation concept: in this concept, Management is the art of getting things done through and with people in organized groups. It is the art of creating an environment in which people can perform and individuals could cooperate towards attaining of group goals. It is an art of removing blanks to such performance a way of optimizing efficiency in reaching goals.
* Leadership and decision making concept: in this concept, management is the art and science of preparing, organizing, directing human efforts applied to control the forces and utilize the materials of nature for the benefits to man.
* Productive concept: this concept, management may be defined as the art of securing maximum prosperity with a minimum effort so as to secure maximum prosperity and happiness for both employer and employee and provide best services thereby.
* Integration concept: this concept state that management is the coordination of human and material resources towards the achievement of organizational objectives as well as the organization of the productive functions essential for achieving stated or accepted economic goal.

These above definition of management, given by different writers and authorities, are found giving different senses. Virtually, the five concepts are found developed by the authorities emphasizing in different aspects. However, it has been realized by many that it will not be fair to define management based upon any one aspect. Management can be taken as process managerial process or social process either engage in planning, organizing, staffing, directing and controlling or mobilizing the group activities to achieve the corporate goals.

From the review of the above definitions of management and its concept, the researcher decide to use it to emphases the concept of time management

**2.1.2 Time Management**

Time is an essential resource; it is irrecoverable, Limited and dynamic. Irrecoverable because every minute spent is gone forever, limited because only 24 hours exist in a day and dynamic because it’s never static. It keeps on moving and does not wait for anybody.

(Cole, 2011) defined time management as a range of skills, tools and techniques used to manage time when accomplishing specific tasks, projects and goals complying with a due date. Initially, time management referred to just business or work activities, but eventually the term broadened to include personal activities as well. A time management system is a designed combination of processes, tools, techniques, and methods. Time management is usually a necessity in any project development as it determines the project completion time and scope.

Time management is the act or process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity. It is a meta-activity with the goal to maximize the overall benefit of a set of other activities within the boundary condition of a limited amount of time, as time itself cannot be managed because it is fixed. An important aspect of time management is planning ahead. Sometimes, successful time management involves putting in more time at the outset in order to reorganize one’s life. Though many time management books and teachings differ in their suggestions, most agree that the first step in efficient time management is to organize the workspace or home. Even if one's schedule is well-ordered, but the office and filing system are a disaster, time will be wasted trying to work efficiently in a disorderly place (Lakein, 1973). Moreover Time management is of great importance to your personal life and career success. It teaches you how to manage your time effectively and make the most of it (Forster, 2006). Here are a few of the reasons why it is so important, and how it can help you use and manage your time advantageously. Time is a special resource that you cannot store or save for later use. Everyone has the exact same amount of time each day. Time not well used cannot be retrieved. Most people feel like they have too much to do and not enough time. They blame lack of time for their poor finances, unachieved goals, stress, bad relationships and not exercising their body. Wise time management can help you find the time for what you desire to do or need to do Sandberg,(2004). Employees need time to get what you want out of life. Waiting for more free time to appear is losing the game of life. Through time management employees can “create” the time employees need, and not just wait for it to come. By planning time wisely, employees will have more time to do more things. Time management will help employees set up priorities.

 Hume, (2012), postulated that time management is the art of arranging business and personal affairs in such a way that manager and employees show up when, where, and how they have intended to, as frequently, effortlessly, and ubiquitously, as possible, and to facilitate getting things done as quickly as possible with the less amount of resources (time, energy, money, and people) necessary. While arguing that the main factors behind all the discoveries is to cut short the long time needed for any sought of time consuming jobs or assignment. In other words, it is an art of arranging, organizing, scheduling, and budgeting organizations time for the purpose of generating more effective work and productivity.

 North, (2004), noted that Time management is the organization of tasks or events by first estimating how much time a task will take to be completed, when it must be completed, and then adjusting events that would interfere with its completion so that completion is reached in the appropriate amount of time.

Time Management is not about getting more things done in a day. It is about getting the things that matter most done. Time management is the ability to decide what is important in life both at work, at home and even in our personal live (David 2011).

In line with the view of Crutsinger (1994), time management involves determining what one should do by setting goals, deciding which events are the most important and realizing that other activities will have to be scheduled around them (prioritizing), making decisions about how much time to allow for certain tasks (time estimation), adjusting to the unexpected (problem solving), reconsidering goals and priorities on a regular basis (evaluation), and observing patterns and trends in behavior.However, Time management is a skill that every employee should not only know, but also apply. A lot of employees complain about running out of time when asked to do a certain task, they get frustrated because they are not able to make it before the deadline. Time management is extremely important, especially when it comes to employees in an organization because it will boost their performance and enhance their productivity (Laurie & Hellsten, 2002). However, most of the time employees face problems like task aversion and uncertainty, so they start to procrastinate because they lack organizational skills. As a result, employees will not be able to organize duties according to their priorities, so they get distracted easily, ending up procrastinating. As we can see, time management is quite essential to any employees in an organization, and it is one of the keys to higher organizational achievements (Kelly, 2004).

**2.1.3** **Time Management Tips**

Constands (2007) suggests the following simple ideas that can save time and help executive to work more effectually.

* Write things down

A common time management mistake is to try to use your memory to keep track of too many details leading to information overload.

Using a to-do list to write things down is a great way to take control of your project and task and keep yourself organized.

* Prioritize your list

Prioritizing your to-do list helps you focus and spend more of your time on the things that really matter to you. Rate your task into categories using ABCD prioritization system described in the time management courses.

* Plan your week

Spend more time at the beginning of each week to plan your schedules. Taking the extra time to this will help increase your productivity and balance your importance long term project with your more urgent task.

d. Thinking about what you are giving up to do your regular activities, it is a good idea to evaluate how you are spending your time. In some cases, the best thing you can do is to stop doing an activity that is no longer serving you so you can spend the time doing something more valuable. Consider what you are giving up in order to maintain your current activities.

 e. Using time management system

Using a time management system can help you keep track of everything that you need to do, organize and prioritize your work and develop sound plan to complete it. An integrated system is like glue that holds all the best time management practice together.

 f. Identify bad habits

Make a list of bad habits that are stealing your time, sabotaging your goal, and blocking your success. After you do work on them one at a time and systematically eliminate them from your life. Remember that the easiest way to eliminate a bad habit is to replace it with a better habit

**2.1.4 The Need for Time Log:**

* The time log is simply monitoring your time.
* It helps employees find out how much of his time is wasted or robbed.
* It makes employees time conscious and employees use his time judiciously in all his work.
* It helps employees reduce diversion.
* It drives employees work day and leaves employees with the feeling that his in control.
* It helps employees reduce frustration and the killer stress.
* It also helps employees make realistic estimate and set deadlines.
* It helps employees again to delegate where necessary and concentrate on employees’ priorities. Until he finds out where his time goes, employees can never manages it.

**2.1.5 Challenges of Time Management:**

The main time management challenges include interruptions, distractions, procrastination and dealing with lateness.

Authors define interruption as “when an external force, such as phone ringing or a person walking into your office and asking a question, breaks your attention” (Evans, 2008).

Negative impacts of interruptions and distractions in effective management of time have been mentioned by different actors. It has been also noted that “a distraction takes your attention away from the task in front of you to focus on something else, often something more interesting” (Evans, 2008).

Green and Skinner (2005) consider the loss of focus to be the greatest disadvantage of interruptions. Limoncelly (2006) defends this viewpoint by confirming that “interruptions are the natural enemy of focus. They steal time from us both directly and indirectly”.

The major interruptions and distractions for successful time management identified during the literature review include phone calls, unexpected visitors, meetings, mail and e-mail, internet and family obligations.

**Phone Calls**

In relation to dealing with phone calls, Rivera (2007) recommend using voice mails and setting aside  a specific time during the day to return the calls. He argues that the advantages of such an approach include being more prepared to deal with the caller through having time to think about the issue before returning the call. A more proactive approach is recommended by Becker and Mustric (2008), who recommend setting specific times for during the day for receiving the call as well, and communicating this time to usual contacts.

Tracy (2007), on the other hand, recommends to be avoiding small talks on the phone at the workplace and through remaining focused on the primary reasons of the phone call. Also, the author recommends taking up the habit of standing up when answering the phone, arguing that in this way individuals would be discouraged to have long conversations. Alexander and Dobson (2008) also contribute to this topic by recommending taking required action immediately after the call, without delaying the matter.

**Unexpected Visitors**

Secondary data authors have proposed a range of ways people can deal with interruptions in the workplace. For instance, Simmons (2011) recommends communicating the work schedule to other members of the team. The author recommends “let the people in your work group know that you’ll be off-limits until a certain time” (Simmons, 2011, online).

In terms of dealing with undesired unexpected visitors Brott (2008) recommends to be listening to them briefly for about a minute or two, then standing up, going towards the door and thanking them for coming to the office. He added, acknowledges that this method might be too rude to be practiced towards specific individuals such as bosses and close friends; however, the author brands the method as a necessary tool to be used in relation to the majority of unexpected visitors in order to safeguard the time for the achievement of personal and professional objectives.

**Meetings**: Brott (2008), Downs (2008), Singh (2008) and Yager (2008) specify corporate meetings as another major obstacle for effective time management and the authors offer their recommendations in terms of minimizing the negative impacts of this obstacle.

Brott (2008), in particular advises to be seeking information about the purpose of meeting in advance and to be arriving for the meetings on time. Another point of recommendation offered by Downs (2008) relates to commencing and ending the meetings on time regardless of the extent to which the objectives of the meeting have been achieved. Downs (2008) further clarifies that if the objectives have not been achieved, then another meeting can be scheduled for a later time, however, the author fiercely opposes to the idea of extending the scheduled time of any particular meeting.

Moreover, the importance of agenda for meetings has been stressed by Singh (2008), who argues that agendas for meetings have to be organized in a time-bound manner. Finally, Yager (2008) expresses a viewpoint according to which meetings have not to be scheduled in the first place unless there is urgent need for them**.**

 **Internet**

 Silvis (2011) discovered that most of the distractions in the modern working environment are directly related to the internet. In the justification of her point the author mentions social media sites such as Face book, YouTube, and Twitter and specifies these sites to be biggest distractions in the modern workplace.

Fleming (2011) agrees with the above point and formulates recommendations of blocking access to entertainment websites from computers in the workplace. The author provides further recommendations to employees in management positions in terms of applying the same practice in relation to the computers of their subordinates in order to increase the overall level of organizational efficiency.

 **2.1.6 Effect of time Management on Employees’ Performance**

The need for time management has gained popularity and thus its importance not only as a motivating element behind employees’ performance, but as the bases for the overall performance of the organization. In the business world, time is one of the most important assets for any organization. Unfortunately many businesses fail to keep up with or realize the “time” factor. This happens because of the miss management of “time”. It has become imperative that organizations train their employees in systematic time management so that they can achieve productivity results in a progressive period of time. Although the connection is intuitively clear, surprisingly little research has been conducted linking time management to employees’ performance. However, every organization has been established with certain objectives to achieve. These objectives can be achieved by utilizing the resources like men, machines, materials and money. All these resources are important but out of these the manpower is the most important. It plays an important role in performing tasks for accomplishing the goals. The question arises that how these resources are utilizes by manpower. Further, the business environment is changing drastically. The environmental factors are uncontrollable. These are beyond control of management of the firms. One has to adjust with the external factors to do the business in the market. Every environmental factor like social, cultural, legal, political, economic, technology and competition gets changed very fast. For effective working the knowledge of these factors is must, otherwise the plan will misfire. In present situation it is difficult to predict about anything. It is uncertain to say that what will happen tomorrow. Again the need for highly skilled and dedicated manpower is felt who can give the best output. Nowadays the markets are also very competitive and there is cut throat competition. For every organization it is difficult to start, survive, stabilize and excel in the business. The firm that gets the advantage over other competitors through their talented and dedicated manpower can take the lead in the market. The contribution of employees on job is the most important factor for development and excellence in business. The performance of employees on different jobs in close coordination is needed for success of the unit. Employees are performing different jobs in an organization depending upon the nature of the organization. They mainly perform tasks like production, storage, manufacturing, transportation, marketing, purchasing, distribution, promotion of business, finance and accounting, human resource, research and public relations. All these activities have time allocated to each, and as well inter-related to achieve the targets. These are to be performed by the employees properly so they can give their best output at the job. This will have great impact on the total production, sales, profit, progress and market position of the company in the market. Various factors like skills, training, motivation, dedication, welfare, management policies, fringe benefits, salary and packages, promotion, communication etc. are responsible to encourage the employees to work sincerely and give their best output. The importance of employees’ performance must be understood by the management and sincere efforts must be put in that direction. The management of the company taking timely steps in that direction will be in position to develop and motivate the employees to do so. Finally the company may take the lead the market and grab the opportunities available in the market. Managers who complain not having sufficient time actually fail to organize themselves. Mostly they focus on the issues that will have a great impact on the performance of the organization and ignores the trivial things (Aniwura, 2011). Time Management “is a set of principles, practices, skills, tools and systems that help us use time to accomplish what we want. It refers to the techniques, and strategies that individuals use in utilizing and maximizing the work that they do. Managing time effectively helps to develop a better personality in an organization.

**2.1.6.1 Proxies for time management**

The tools uses in measuring time management in an organization are as follows:

Motivation: To get the best performance from employees, there needs to be some sort of motivation beyond the weekly paycheck. Motivation can come in the form of financial incentives, the opportunity to get involved in company projects, a career path that leads to management and direct involvement from management into the daily tasks. Effective motivation can create a productive work force, but a lack of motivating factors can leave employees searching for reasons to give their maximum effort.

Commitment: Employees that feel as though the company has made a commitment to employee success tend to perform better, according to Personnel Systems Associates. Commitment means offering a competitive rate of pay and benefits package, offering assistance in paying for employee's higher education costs, developing a regular training schedule that keeps employees updated on company changes and gives pertinent information for employees to do their jobs and upgrading equipment to make sure that employees have the most efficient technology available to do their work. Commitment shown by the company is returned in the form of commitment from employees.

Employee Evaluations: An effective employee evaluation is an interactive process where the manager gives his input on the employee's performance, and the employee gets the chance to point out what she has learned throughout the year. Managers create a plan along with the employee for the coming year on how the employee can develop and improve their performance. Comprehensive employee evaluations are important to the ongoing performance of employees. With the use of these measuring instrument on time management in an organization will help the manager to have an increase on employees performance and productivity

**2.1.7 Employees’ performance:**

 In the business world of today, time is increasingly at a premium. We spend time commuting to work, then filling up the workday before commuting home again and facing whatever time issues are posed when trying to fulfill our duties outside of the office.

Employee’s performance measures the relationship between the efforts and commitments of individual performance in an organization and the ability to manage their time in a given task that is, factors for determining success in industries are planning, utilization of time and priority.

 Amarachi (2016) define it thus: The measure of how managerial skills are being brought together in organizations and utilize for accomplishing a set of results. It is reaching the highest level of performance with the least stress**.** Often, when we are immersed in our own culture, it is difficult to understand how those from other ethnicities perceive our culture, customs, and way of life. In addition, some aspects of our culture are so ingrained in our minds and so commonplace to us that we begin to feel they are universally accepted. One of these cultural variables is a person’s perception of time. Most people have their own idea of what time is and give little thought to the possibility that their definition could be different from anyone else’s. For instance, it would not occur to someone living in most parts of the world today that the future couldn’t possibly exist. However, the people of Piraha heritage living in the Amazon have no concept of time beyond the present so the concept of future for them doesn’t exist. They do not even have a word for the concept of “future” in their vocabulary. Similarly, most humans on earth find it nearly impossible to picture an extraterrestrial culture of some sort where the arrow of time the direction of its flow from past to future is reversed. Because we cannot envision it, does that mean it cannot be?

In the hands Aguinis (2009), states that performance is about behaviour or what employees do, and not what employees produce or the outcomes of their work. Performance is an effort along with the ability to put efforts supported with the organizational policies in order to achieve certain objectives. Campbell (1990) also defines performance as behaviour. It is something done by the employee. This concept differentiates performance from outcomes. Outcomes are the result of an individual's performance, but they are also the result of other influences.

In the view of business dictionary, define employee performance as a job related activities expected of a worker and how well those activities were executed.

Employees’ performance

**2.1.7.1 Proxies for employees’ performance**

**Quality of work:**The timely completion of projects to the desired standard is a key indicator in measuring employee performance. Is the work being carried out average or outstanding? Are they committing maximum effort to projects? Is their attitude affecting their ability to meet your expectations? Do they understand their personal performance objectives? The answers to those questions will help you to understand the root causes of any problems.

**Observe personal habits:**Perpetual bad habits can detract from employee performance. This may include indulging in office gossip, taking unauthorized breaks, disruptive behavior and the use of computers for personal reasons (such as social media, online shopping). In order to prevent these habits from being adopted by their co-workers, you must be clear on what is acceptable in your business and issue an appropriate behavioral code.

**Check their attitude:** A bad attitude will often manifest itself in insubordinate behavior. Again, this is indicative of an individual who is unlikely to be meeting their performance objectives. Typically, these employees will not comply with company policies and are likely to display disrespect for your company and co-workers.

**Review personal presentation:** Most firms have a professional dress code appropriate to the job and company culture. Employees who disregard your expectations and present a disheveled or careless appearance reflect badly on your image. It’s likely that their performance will be failing to meet your expectations too.

**Carry out random checks:**Depending on the nature of your business consider implementing random checks against quality standards. This may include reviewing telephone calls and checking records. While your employees may be aware of this policy, the random nature of the checks can motivate staff to put in a consistent performance.

**2.2 Theoretical Frameworks**

The theories put forth by scholars and philosophers help us to know the importance of time in every sphere of life. Understanding the importance of time management is essential for everyone. A conscious control when imposed over the amount of time spent in doing day-to-day activities would enable you to divide your priorities and set a deadline for them. Thus, you would be able to accomplish them within the set time limit. Time management is possible by understanding the theories, principles and techniques proposed by scholars and philosophers who have understood its significance. Unless you have a clear concept regarding the purpose of your life in the organization, one cannot frame an effective time management strategy. Whether it's your personal or your professional life, you should know what to do and how much time will you require. The tool and techniques are dependent upon your work and the amount of time required for completion. We shall refer to the most popular theories that help people to understand the importance of time management in every sphere of life.

2.2.1 **Weber’s Theory**

**Weber** (1964) a German sociologist, showed particular concern for what he called ‘bureaucratic structures’, although his work in this area came almost as a side issue to his main study on power and authority. He noted that every factory worker undertook services on arrangements which allocate resources. The time lay between performance and time of commissioning of work was the corner stone of Weber’s getting it to the right consumer was what Weber really studied. Time of transforming the raw materials, time of packaging the products, time of storing the products, time of creating marketing channels for disposal of the products and time it get to the final consumer, Weber noted that government interferes with factory time management in formulation of policies that affect the welfare of the worker.

**2.2.2 Vilfredo Pareto** **theory**

He is an economic specialist who developed a math equation to detail the unequaled distribution of wealth in Italy in 1906. He used what he called the “80/20 principle” and the application of this theory is still in use today.

This theory states that 80 percent of the riches of the world are owned by a mere 20 percent of the people in the world. His assessment of this was founded upon his extensive researching and observing the natural flow of human behavior. During the 1940s, Dr. Joseph M. Juran took Pareto’s idea and made what is now called the Pareto’s Principle, which is a simple time management theory. The principle is actually centered on the belief principle that 20 percent of the actions in your life really make a difference and that almost 80 percent of the things that you do in your life.

Using this theory, you can then decide if 20 percent of your actions are important and which actions will produce results. When it becomes clear to you, you can then focus mainly on them and give them the attention they need in order for you to become optimally productive. However, the only discrepancy with this line of thinking is that it does not leave very much room for adjustments or emergencies in your schedule. You may in fact feel a little frustration even in trying to get it to work. However, there is a workable remedy or an alternate solution to this challenge. If you are able to make a schedule that shows 20 percent of the actions that make a significant difference, leaving room for distractions and interruptions, you could very well see some success in this theory. As it relates to Internet marketers and online business owners, focusing on the actions that have made significant money for you or the actions that have helped your business progress the most, then you will find that this is where you can be most successful.

By contrast, if you only focus on the insignificant things that bring success, leaving no time for rest and rejuvenation, you will find yourself continually frustrated and your life in a state of clutter and distraction .These are just some examples of various time management theories that will help you to better understand how time management works. These theories can help you lay a firm foundation for your own time management schedule. Once you find a certain theory that works well for you, you will then be able to create a strong schedule that allows you to maintain a good time management and a structured business and personal life.

 2.2.3 **Maslow’s Theory**

This is another time management theory that is very popular was that of Abraham Harold Maslow, an American psychology professor. He teaches the importance of matching time management with our other needs as human beings, and integrating everything into a nourishing and wholesome complex. As long as the efficient use of time helps us meet higher goals of fulfillment, spirituality and well being, we perceive it as helpful. But in the interests of greater efficiency, if we sacrifice bigger things like purpose, meaning and satisfaction with our lives, then it is a moot victory. Maslow’s theory focuses on understanding your needs, differentiating them, and setting time limits on getting each done so that you do not encroach on other essential areas of your life.

**2.3 Empirical Review:**

(Adeojo, 2012) conducted research titled “Effective time management for high performance in an organization” with the objective to explain how effective time management can improve the productivity and efficiency of the employees. The quantitative approach was used for the research. The management and staff of the Lasco assurance plc, Nigeria was used as the study population and they were sent a questionnaire. The questionnaire was based on close-ended questions. The sample size of the study was 80 respondents that were selected randomly. Simple regression technique was carried out by SPSS to analyze the collected data. The result then tested with the standard error test and T-test to confirm the results. The data analysis showed a positive relationship between the two variables in the research work. The findings revealed that effective time management is a key to excel organizational performance.

(Adebisi, 2013) has carried research work on “Time management practices and its effects on business performance” with the objective to determine the time management effect on business performance. The study focused small and medium enterprises as a case study. The research used both primary and secondary data. 43 small and medium enterprises were selected in North Central Nigeria. A total of 118 self-administered questionnaires were used and analyzed for the study. Analysis of Variance was used to test the hypothesis. From the findings, the researcher deduced that performance is measured in relation to time and effective time management reduces failure. Findings indicated that time management help organizations to survive well and also help them to increase profitability.

 (Abdullah et.al, 2012) Conducted research to investigate the connection between time management and job performance. Self-administered questionnaire was used to conduct the research. The study adopted random sampling technique and 220 respondents participated in the survey. It is concluded that job performance has a significant positive relationship with time planning, time attitudes and significant inverse relationship with time wasters. The researchers declared the three variables used in the study as the important factor for the human resource managers in order to get increased productivity from the employees. In addition, the study showed time management effectiveness as one of the potent contributors of job performance. It is suggested that organizations should create a time effective culture in the organization.

 (Zahid, et.al,2014)conducted a research study on” Impact of Time Management on Organizational Performance” which intended to assess the level of time management in public and private sector, organizations and then to find the impact

of time management on employee satisfaction and the overall performance of the organization. Close ended questionnaires were administered from 260 male and female faculty members and students of public and private universities of Hyderabad and Jamshoro districts. Data was analyzed through independent sample T-test and correlation. The results of the test indicated that employees of both type of organizations act on time management almost equally. The result also indicated that females are more time conscious as compared to males. The result also showed that time management increases employee satisfaction and motivation and also increases the performance of the organization.

 (Ebelogu,2014) His project looked at time management in Nigeria and its effect on productivity in south east Nigeria. The study seek to evaluate the nature of the relationship between time management and productivity in Nigeria organization; to find out the effect of ergonomics on time management in Nigeria organizations: to determine the nature of the relationship between communication and time management in Nigeria organizations etc. it formulated hypotheses in line with the objectives. Survey design was adopted which used questionnaire to raise data. Hypotheses were tested using parametric Z-test of sample proportion statistics After the testing, it was discovered that :there is no positive relationship between time management and productivity in Nigeria organization; There is no strong positive effect of ergonomics on time management in Nigeria organizations; there is no positive relationship between communication and time management in Nigeria organization etc. it was then recommended that: methods of time management in organization should be periodically evaluated to conform to modern realities; Method of time management should be viable and achievable to make meaningful impact on the worker. Management should be development- conscious by sending employees to periodic training to improve their worth. Therefore, management should understand that time is not something that can be created or changed, rather it is constant and musts be used at the very moment it is there, and used it cannot be replaced.

(Eshaghieh, et, al, 2015)The aim of this study is to investigate the effect of time management on productivity of human resources in social security organization of Yazd city. At the beginning, we tried to determine the relationship between these two variables by enumerate all the constituent variables of time management and productivity of human resources. This research is applicable in purpose and uses descriptive survey method for data collection. In order to test the hypotheses, a questionnaire was used and the spectrum of the five-option Likert was used to assess the assumptions. Random sampling method was used and using Cochran formula, 290 employees of the Social Security (Department of Health) of Yazd city were studied. For final assessment, Cronbach's alpha coefficient was used. Data were analyzed by SPSS and Smart-PLS. At first, time management criteria were categorized in three main categories of individual, organizational and environmental (in the form of 55 items) and productivity (in the form of 23 items) factors by factor analysis, and then Partial least squares were used to examine the relationship between these variables with employee productivity. The results showed that at 95 percent confidence level, there is a positive and significant relationship between personal, environmental, organizational and time management factors and employee productivity. That is, at 95 percent confidence Level, time management has a positive impact on employee productivity and by increasing the use of time management, employee productivity increases.

(Ojokuku, R. M.et al.,2011)this study examines the impact of time management on organizational performance with great emphasis on government parastatals. The result revealed the existence of a positive relationship between adequate time management and organizational performance because time management is in all human activities and serve as a good tool for the attainment of any organizational objective irrespective of the volume. Hence it is recommended that time is set at the beginning of a particular period and performance appraisals are conducted in consonance with the goals set at inception.

Yakubu & Edna, (2015).Self organization and time management is gradually gaining ground in the field of management due to the inability of many organizations and individuals to achieve their aims and objectives. This art of arranging, organizing, scheduling, and budgeting one’s time for the purpose of generating more effective work and productivity, is solely responsible for the failure or success of many people who hitherto had a promising prospect. The population for this study was made up of 196 respondents who work in the various departments of the institutions studied. Survey design was adopted. The study elicited opinions of the subjects on the impact of self organization and time management on the performance of staff in the office environment. The entire population was studied because of its manageable size and as a result there was no population sample for the study. The reliability of the instrument was determined through a pilot study on a sample population of 20 secretaries from secondary schools and banks drawn from Idah. The reliability coefficient to test the internal consistency of the instrument was determined by the use of Cronbach-Alpha which gave reliability co-efficient of 0.83. SPSS was used to analyze the data collected for the study. The result showed a positive impact of self organization and time management on the performance of office staff because time management is essential in all human activities and serve as a good tool for the attainment of any organizational goals. This study recommends that self organization be inculcated in all staff as a work culture and basic office etiquette necessary for individual and organizational success. It is also recommended that time management be given priority attention and be jealously implemented by both employers and employees for efficiency and increased productivity.

* **Summary of the review of the related literature**

This chapter reviews the literature and works that are related to the applicability of time management and the related works were also collected from different sources such as journals, books, the internet and other vital sources, were critically reviewed. The philosophy of time management is that management is not things employees does but rather the things employees lives to do.

 Time management is important to everyone including organization as a whole. Controlling how much time you spend on various activities, and choosing which activities take priority, is at the heart of effective time management. Studying time management theory helps you plan, organize and schedule your tasks in the correct way so that they align with what really matters in your life. Without a clear understanding about time management theory, it is difficult to formulate a strategy and come up with an action plan that will manage employee’s time effectively. It does not matter if employees are trying to enhance their professional or work related life, or their personal routines. The tools and techniques that employees will choose, adopt and follow will depend upon which type of time management theory appeals most to employee.

The gap of study from the literature so far reviewed, it was discovered that scholars paid more attention to time management on academic performance, productivity and organizational performance. However less attention was given to time management as it relates to employees. This research is therefore interested to contribute to available literature in the specific area of effect of time management and on employees’ performance as it relates to Michelle laboratory.

**CHAPTER THREE**

**METHODOLOGY**

**3.1 Research Design**

The descriptive survey type was employed in conducting this study. This design was used because of the nature of the study. Fraenkel and Wallen (2000) and best and Kahn (1995 )indicate that descriptive research is concerned with the condition or relationship that exist , such as determining the nature of prevailing conditions, practice and attitudes, opinions that are held, processes that are going on, or trends that are developed. The social research methodology suggests that survey is the accessible instrument for managers to gather primary facts and figures by using interviews and questionnaire about the attitudes and perceptions of individuals. The literature suggests that questionnaire approach is the best commonly used approach of observation in the social sciences (Babbie, 2001:256-257).

 This design will effectively enable the researcher to access the psychographic characteristics of audience in relation to the following, opinion, belief or behaviors as they relate to the topic.

**3.2 Area of the Study**

The area of the study is Michelle Laboratory Co. Ltd Thinkers Corner, Enugu State.

**3.3 Sources of Data**

The researcher utilized both primary and secondary data collection method in the study**.**

**3.3.1 Primary Source**

Blaxter (2001), primary data is defined as consisting of materials that one has gathered by himself through systematic observation, information archives, the results of questionnaires and interviews and case study which one has compiled. Data are primary if they have been gathered according to one’s rational and interpreted by one to make a point which is important to one’s own argument. To ensure that reliable and valid information are collected, the researcher contacted staff of the Michelle Laboratory Co. Ltd company.

The primary sources are generated from copies of questionnaires distributed to the respondents and oral interview guide. The questionnaire is divided into two sections. Section A seeks to elicit responses on the personal data of the respondents while the second part examines the time Management strategies of the organizations. The general effect of the questionnaire is to examine the effect of time management on the employee’s performance in an organization.

**3.3.2 Secondary Source**

 Saunders et al., (2007) defined secondary data as data used for a project that were originally collected for some other purpose. The secondary sources of information that the researcher used in the study included books, internet search, articles, and journals among others. These secondary sources can help the researcher to identify how others have defined and measured key concepts, and how this research project is related to the work of others.

The secondary sources are those work the researcher collected from the already documented records such as textbook, journals, internet, magazine, newspaper and lecture notes on time management and its effect on employee’s performance at Michelle laboratory in Enugu metropolis.

**3.4 Population of the Study**

The researcher’s target audient is mainly the staff from different department from Michelle Laboratory manufacturing group of company. Following the information researcher gathered from the human resources manager, the staff is 260 in number.

**3.5 Sample Size Determination**

(i) Researcher Sample

Because the researcher did not study the entire population of workers in Michelle Laboratory manufacturing group of company base on the time limitation of this study earlier mention, the researcher decided to use “Taro Yamane” formula to determine the size of the study.

 The formula: n= N/

 1+N (e) 2

Here n= desire sample under study.

N=population size under study.

e=level of significant of error to be correctable 5%.

Working formula.

n= N/

 1+N (e) 2

n=260/1+260(0.05)2

n=260/1+260(0.0025)

n=260/1.65

n=158(desire sample size).

Following the above formula researcher decided to use 158 respondents to represent the population under study.

(ii) Sampling Techniques:

A taro Yamane sampling was used to select 158 staff. The simple random was used to ensure equal opportunity participation of member in the population and to prevent unnecessary bias in the selection. The total sample size is 158 staff. This cuts across gender, department and position of the staff of Michelle Laboratory to balance the distribution of information. The techniques however increased the researcher’s effort for making proper and valid generalization of result.

**3.6 Instrument for Data Collection**

The major instrument used in the data collection for the study is questionnaire and interview. The questionnaire was developed from the research question and it was structured in form of closed ended questionnaires. It consists of a set of questionnaire which was prepared and administered by the researcher. The questions were mapped and designed to get information concerning time management and it effect on employee’s performance in Enugu metropolis (a case study of Michelle Laboratory Co. Ltd Company). As a follow-up to the questionnaire, the response observed from interview validated the information supplied in the questionnaire.

**3.7 Validity of the Instrument**

Validity of instrument is the extent to which an instrument measures what supposed to measure. The instrument was subjected to face and content validity (Eze, & Agbo, 2005)

The validity of instrument constitutes the major instrument used for generating of data in this study. The questionnaire used for this study was designed in such a way that respondents were able to choose from the options given to them.

To ensure accuracy and proximity, the researcher shows the questionnaire to her supervisor and few experts for appraisal and proper editing to avoid contradicting the subject matter under study.

**3.8 Reliability of the Instrument**

Reliability of instrument is the ability of an instrument to measure whatever it is measuring consistently.

To ensure perfection of the questionnaire of the researcher, the researcher carried out a test re-tests check on the copies of the questionnaire. Copies of the questionnaire were administered to the selected respondent and the result of the test was recorded. After three weeks, the same copies of questionnaire also were administered on the same respondent and the results were thoroughly analyzed and a high level of similarity was observed. This confirms that the questionnaire was reliable.

**3.9 Data Collection Procedure**

The researcher deals with two procedures they are:

Questionnaire and Interview Method.

To gain access to the manager in charge of the industry, a letter of introduction was collect from the head department of business management, Godfrey Okoye University, Enugu State. A copy of the letter was given to the management of the industry. On the day scheduled for the questionnaire administration, the researcher and his assistants distributed copies of the questionnaire to the randomly selected employees. After the respondents completed filling their responses copies of the questionnaire were later collected on the spot. This was done to ensure 100 per cent return rate.

 **3.10 Method of Data Analysis**

Analytical Technique:

The data collected through the questionnaires administered was presented with descriptive statistics while the hypothesis formulated was tested using the correlation analysis to determine the relationship between time management and employees performance. The correlation quantified the magnitude and direction of the relationship between the two variables under study.

 The data collected is present in tables. Percentage and frequency distribution are applied.

 In testing the hypotheses, the chi-square(x2) statistical tool will be applied. In testing the hypothesis, the chi-square(X2) computation formula is given as:

X2=E(0-e)2 \_\_\_\_\_\_\_\_\_\_\_

 e

Where: o= observed frequency

 e= expected frequency

 X2= chi-square.

**CHAPTER FOUR**

**DATA PRESENTATION AND ANALYSIS**

**4.1 Data presentation**

These involve the items of the questionnaire which assesses time management and its effect on employees’ performance. it requires subjects to answer on a five-point scale which consists of the responses always, such as strongly agree, agree, no opinion, disagree, strongly disagree. For each item scoring is determined, data collected through questionnaire are designed to be analyzed in this chapter in order that the questions raised in the research proposed can be adequately answered. A total of one hundred and fifty eight (158) questionnaires were administered, one hundred and eighteen (118) copies were returned by the respondents. The statistical tool in analyzing the data is percentage, which will supply the answers that the employees and management gave in the returned questionnaires.

**4.2 Analysis of Data**

This involve the actual test of hypothesis the hypothesis to be tested are those which were already postulated earlier in chapter one.

Data analysis cannot be to evolve around collecting or coding of neither data information nor it is just a matter of categorization and classification. Data analysis encompasses of all the aspect of showing or representing activities that are been done( Coffey and Atkinson 1996). Data information that are been collected through the process of quantitative research methods are thoroughly examined and streamlined because of some errors that may arise. In view of this, Yin(2003) opined that data analysis entails the use of categorization, tabulation, examination; all these tool helps in representing data information that are been collated. Data analysis has to be carefully done so as not to make any unwanted mistakes.

The method that will be use for analysis of data through questionnaire administration to the respondent involved the use of a statistical technique. Simple chi-square analysis will be carried out with the aid of statistical package for social science (SPSS) to analyze the data collection. The results of the SPSS will be tested with the standard error test and the T- test will also be used to confirm the result.

**Table 4.0: ANALYSIS OF THE QUESTIONNAIRE**

|  |  |  |
| --- | --- | --- |
| Title | Number | Percentage  |
| Administered  | 158 | 100 |
| Returned  | 118 | 70% |
| Not returned | 40 | 25% |
| Not well filled | 8 | 5% |

 Sources: field survey 2017.

From the above table analysis shows that 100% of the questionnaires were

Administered, 70% was returned and 25% was unreturned and 5% was not well fill.

|  |
| --- |
| Gender of Respondents |
|  Items | Frequency | Percent | Valid Percent | Cumulative Percent |
|  | Male | 60 | 54.1 | 54.5 | 54.5 |
| Female | 50 | 45.0 | 45.5 | 100.0 |
| Total | 110 | 99.1 | 100.0 |  |
|  |  |  |  |  |  |
|  |  |  |  |  |

Sources: field survey 2017.

This table shows that 60 of the respondents are males with 54.5% while 50 are females with 45.5%. That is most of the respondents are full of male.

|  |
| --- |
| Departments of Respondents |
|  Items | Frequency | Percent | Valid Percent | Cumulative Percent |
|  | Admin | 9 | 8.1 | 8.2 | 8.2 |
| Antibiotics | 12 | 10.8 | 10.9 | 19.1 |
| Marketing | 9 | 8.1 | 8.2 | 27.3 |
| Store | 12 | 10.8 | 10.9 | 38.2 |
| Tablet | 7 | 6.3 | 6.4 | 44.5 |
| Lab | 10 | 9.0 | 9.1 | 53.6 |
| Transport | 8 | 7.2 | 7.3 | 60.9 |
| Production | 16 | 14.4 | 14.5 | 75.5 |
| Accounting | 14 | 12.6 | 12.7 | 88.2 |
| Packaging | 13 | 11.7 | 11.8 | 100.0 |
| Total | 110 | 99.1 | 100.0 |  |
|  |  |  |  |  |  |
|  |  |  |  |  |

Sources: field survey 2017.

Table 4.2 above gives the number of department distribution of respondents. From the table 9 with (8.2%) of the respondents were in admin or its equivalent, 12 (10.9%) of the respondents in antibiotics or its equivalent,9 (8.2%) of the respondents from marketing/sales or its equivalent,12(10.9%) of the respondents is in stores or equivalent,7(6.4%)of the respondent comes from tablet while 10(9.1%) respondents from lab, 8(7.3%) respondents from transport or its equivalent,16 (14.5%) of the respondents is from production ,14(12.7%) respondent comes from accounting and packaging13(11.8%). This shows that most of the respondents are under production department.

|  |
| --- |
| Table 4.3 Position of the Respondents |
|  Items | Frequency |   | Valid Percent | Cumulative Percent |
|  | Top Level Management | 30 | 27.0 | 27.3 | 27.3 |
| Middle Level Management | 44 | 39.6 | 40.0 | 67.3 |
| Low Level Management | 36 | 32.4 | 32.7 | 100.0 |
| Total | 110 | 99.1 | 100.0 |  |
|  |  |  |  |  |  |
|  |  |  |  |  |

Sources: field survey 2017.

From table 4.3 above, it shows that 30 (27.3%) are top level managers, 44 (40.0%) are middle level managers while 36 (32.7%) are low level managers. From this analysis it shows that majority of the respondents are middle level managers.

**ANALYSIS OF THE RESEARCH QUESTIONS**

 **Question 1:** To ascertain the extent to which a relationship exist between planning and employees performance.

|  |
| --- |
| Table 1 Planning is a Key in Time Management |
|  Items | Frequency | Percent | Valid Percent | Cumulative Percent |
|  | Strongly Agree | 75 | 67.6 | 68.2 | 68.2 |
| Agree | 22 | 19.8 | 20.0 | 88.2 |
| Disagree | 9 | 8.1 | 8.2 | 96.4 |
| Strongly Disagree | 4 | 3.6 | 3.6 | 100.0 |
| Total | 110 | 99.1 | 100.0 |  |
|  |  |  |  |  |  |
|  |  |  |  |  |

The above table shows the response rate of respondents. Out of the 110 returned respondents 75 of them constituting( 68.2%) of the total respondents say they strongly agree while 22 respondents representing (20.0%) say they Agree, 9 of the respondents disagree (8.2%) and 4(3.6%) strongly disagreed that planning is a key to time management. These results show that without planning in day to day activities, employees’ time management will be a waste.

|  |
| --- |
| Table 2 Management Does Not Believe In Planning. |
|  Items | Frequency | Percent | Valid Percent | Cumulative Percent |
|  | Strongly Agree | 5 | 4.5 | 4.5 | 4.5 |
| Agree | 7 | 6.3 | 6.4 | 10.9 |
| No Opinion | 20 | 18.0 | 18.2 | 29.1 |
| Disagree | 23 | 20.7 | 20.9 | 50.0 |
| Strongly Disagree | 55 | 49.5 | 50.0 | 100.0 |
| Total | 110 | 99.1 | 100.0 |  |
|  |  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

Sources: field survey 2017.

From table 2 question management does not believe in planning, 5(4.5%) strongly agree, 7(6.4%) Respondent representing Agree, 20(18.2%) said No Opinion, 23 (20.7%) Disagree while 55 (50.0%) Strongly disagree with the assertion. This result shows that management cannot do without planning.

|  |
| --- |
| Table 3: Planning Has Positive Influences On Employees' Performance. |
|  Items | Frequency | Percent | Valid Percent | Cumulative Percent |
|  | Strongly Agree | 52 | 46.8 | 47.3 | 47.3 |
| Agree | 41 | 36.9 | 37.3 | 84.5 |
| No Opinion | 7 | 6.3 | 6.4 | 90.9 |
| Disagree | 4 | 3.6 | 3.6 | 94.5 |
| Strongly Disagree | 6 | 5.4 | 5.5 | 100.0 |
| Total | 110 | 99.1 | 100.0 |  |
|  |  |  |  |  |  |
|  |  |  |  |  |

Sources: field survey 2017.

In determining if planning has positive influences on employees performance with reference to Michelle laboratory Ltd 52(47.3%) respondents Strongly agree, 41(37.3%) respondents Agree, 7(6.4%) said No Opinion, 4(3.6%) Disagree while 6 respondents strongly disagree with (5.5%). From the analysis it shows that planning has positive influence on employees’ performance.

|  |
| --- |
| Table 4 Planning is important to organizational productivity. |
|  Items | Frequency | Percent | Valid Percent | Cumulative Percent |
|  | Strongly Agree | 60 | 54.1 | 54.5 | 54.5 |
| Agree | 40 | 36.0 | 36.4 | 90.9 |
| No Opinion | 6 | 5.4 | 5.5 | 96.4 |
| Strongly Disagree | 4 | 3.6 | 3.6 | 100.0 |
| Total | 110 | 99.1 | 100.0 |  |
|  |  |  |  |  |  |
|  |  |  |  |  |

Sources: field survey 2017.

This table 4, it shows that 60(54.5%) strongly agree to table 4 statement, 40(36.4%) Agree, 6(5.5%) said No opinion while 4(3.6%) respondents strongly Disagree. From the responses, most of the respondents strongly agree that planning is important to organization productivity.

|  |
| --- |
| Table 5 Adequate Planning/Proper Planning Enhance Organizational Commitment. |
|  Items | Frequency | Percent | Valid Percent | Cumulative Percent |
|  | Strongly Agree | 50 | 45.0 | 45.5 | 45.5 |
| Agree | 45 | 40.5 | 40.9 | 86.4 |
| No Opinion | 10 | 9.0 | 9.1 | 95.5 |
| Disagree | 5 | 4.5 | 4.5 | 100.0 |
| Total | 110 | 99.1 | 100.0 |  |
|  |  |  |  |  |  |
|  |  |  |  |  |

Sources: field survey 2017.

From the table above, it indicate that 50(45.5%) strongly agree to table 5 statement, 45(40.9%) agreed, 10(9.1%) said No opinion while 5(4.5%) disagree and no response on strongly disagree. With the response the result prove that adequate/proper planning enhance organizational commitment that is, employees commitment.

**Research question 2:** To what extent does poor time management significantly influence employees’ performance?

|  |
| --- |
| Table 6 Poor Time Management is One Of the Problems Affecting Employees Organizational Performance. |
|  Items | Frequency | Percent | Valid Percent | Cumulative Percent |
|  | Strongly Agree | 55 | 49.5 | 50.0 | 50.0 |
| Agree | 33 | 29.7 | 30.0 | 80.0 |
| No Opinion | 11 | 9.9 | 10.0 | 90.0 |
| Disagree | 4 | 3.6 | 3.6 | 93.6 |
| Strongly Disagree | 7 | 6.3 | 6.4 | 100.0 |
| Total | 110 | 99.1 | 100.0 |  |
|  |  |  |  |  |  |
|  |  |  |  |  |

Sources: field survey 2017.

The above table reveals that, 55(50.0%) strongly agree to table 6 question, 33(30.0%) agree, 11 respondent with (10.0%) give no opinion, 4 disagree with (3.6%) and 7 respondent strongly disagree with (6.4%). From the responses, most of the respondents strongly agree that poor time management is one of the problems affecting employees’ organizational performance.

|  |
| --- |
| Table 7 Time Management Has Negative Effect On Employees' Performance. |
|  Items | Frequency | Percent | Valid Percent | Cumulative Percent |
|  | Strongly Agree | 25 | 22.5 | 22.7 | 22.7 |
| Agree | 10 | 9.0 | 9.1 | 31.8 |
| No Opinion | 16 | 14.4 | 14.5 | 46.4 |
| Disagree | 36 | 32.4 | 32.7 | 79.1 |
| Strongly Disagree | 23 | 20.7 | 20.9 | 100.0 |
| Total | 110 | 99.1 | 100.0 |  |

Sources: field survey 2017.

Table 7 display that, 25 (22.7%) strongly agree, 10(9.1%) Agreed, 16(14.5%) Said No opinion, 36(32.7%) Disagree while 23(20.9%) strongly disagree. From the responses, majority of the respondents Disagree that time management has negative effect on employees performance.

|  |
| --- |
| Table 8 Employees; performance is low because of poor Time Management. |
|  Items | Frequency | Percent | Valid Percent | Cumulative Percent |
|  | Strongly Agree | 38 | 34.2 | 34.5 | 34.5 |
| Agree | 45 | 40.5 | 40.9 | 75.5 |
| No Opinion | 11 | 9.9 | 10.0 | 85.5 |
| Disagree | 10 | 9.0 | 9.1 | 94.5 |
| Strongly Disagree | 6 | 5.4 | 5.5 | 100.0 |
| Total | 110 | 99.1 | 100.0 |  |
|  |  |  |  |  |  |
|  |  |  |  |  |

Sources: field survey 2017.

This table arrive that, 38(34.5%) strongly agree with the above table 8,45(40.5%) also Agreed, 11(10.0%) states No opinion and 10(9.1%)Disagree, while also 6(5.5%) respondent strongly disagree on the question. From the results of the response, the respondents agreed that employees’ performance is low because of poor time management.

|  |
| --- |
| Table 9 Time Management Significantly Influences the Rate of Employees Performance. |
|  Items | Frequency | Percent | Valid Percent | Cumulative Percent |
|  | Strongly Agree | 32 | 28.8 | 29.1 | 29.1 |
| Agree | 40 | 36.0 | 36.4 | 65.5 |
| No Opinion | 20 | 18.0 | 18.2 | 83.6 |
| Disagree | 11 | 9.9 | 10.0 | 93.6 |
| Strongly Disagree | 7 | 6.3 | 6.4 | 100.0 |
| Total | 110 | 99.1 | 100.0 |  |
|  |  |  |  |  |  |
|  |  |  |  |  |

Sources: field survey 2017.

This table exhibit that, 32(29.1%) strongly agree to the table 9 statement, 40(36.4%) agreed, 20(18.2%) said No opinion, 11(10.0%) disagreed while 7(6.4%) strongly disagree. From the responses most of the respondents agreed that time management significantly influences the rate of employees’ performance.

|  |
| --- |
| Table 10: Time management is a secret to success in an organization. |
|  Items | Frequency | Percent | Valid Percent | Cumulative Percent |
|  | Strongly Agree | 61 | 55.0 | 55.5 | 55.5 |
| Agree | 33 | 29.7 | 30.0 | 85.5 |
| Disagree | 8 | 7.2 | 7.3 | 92.7 |
| Strongly Disagree | 8 | 7.2 | 7.3 | 100.0 |
| Total | 110 | 99.1 | 100.0 |  |
|  |  |  |  |  |  |
|  |  |  |  |  |

Sources: field survey 2017.

Table 10, it shows that 61(55.5%) of the respondents strongly agree 0n the statement, 33(30.0%) agreed also while 8(7.3%) disagree and 8(7.3%) strongly disagree. With the analysis the respondents prove that time management is a Secret To success in an organization**.**

**Research Question 3:** To what extent does a first thing first priority significantly enhance employees’ performance?

|  |
| --- |
| Table 11: first thing first priorities significantly enhance employees ‘performance. |
|  Items | Frequency | Percent | Valid Percent | Cumulative Percent |
|  | Strongly Agree | 46 | 41.4 | 41.8 | 41.8 |
| Agree | 29 | 26.1 | 26.4 | 68.2 |
| No Opinion | 18 | 16.2 | 16.4 | 84.5 |
| Disagree | 10 | 9.0 | 9.1 | 93.6 |
| Strongly Disagree | 7 | 6.3 | 6.4 | 100.0 |
| Total | 110 | 99.1 | 100.0 |  |
|  |  |  |  |  |  |
|  |  |  |  |  |

Sources: field survey 2017.

Table 11 shows that, 46 respondents representing (41.8%) strongly agree, 29 respondents also agreed with (26.4%) while 18 respondents(16.4%) said No opinion, 10 respondents disagree(9.1%) and 7 (6.4%) strongly disagreed with the assertion. From the point of the respondents’ majority strongly agreed, that is to say that first thing first priority significantly enhances employees’ performance in Michelle laboratory ltd.

|  |
| --- |
| Table 12: A first thing first priority is important in an organization in terms of meeting to target. |
|  Items | Frequency | Percent | Valid Percent | Cumulative Percent |
|  | Strongly Agree | 35 | 31.5 | 31.8 | 31.8 |
| Agree | 54 | 48.6 | 49.1 | 80.9 |
| No Opinion | 10 | 9.0 | 9.1 | 90.0 |
| Disagree | 6 | 5.4 | 5.5 | 95.5 |
| Strongly Disagree | 5 | 4.5 | 4.5 | 100.0 |
| Total | 110 | 99.1 | 100.0 |  |
|  |  |  |  |  |  |
|  |  |  |  |  |

Sources: field survey 2017.

From the above table, it shows that 35 respondents (31.8%) strongly agree, 54 respondents (49.1%) agreed and 10 respondents said No opinion (9.1%) while 6 respondents (5.5%) disagreed and 5 respondents with (4.5%) strongly disagree on the statement. This result reveals that a first thing first priority is important in an organization in terms of meeting to target.

|  |
| --- |
| Table 13: Proper Arrangement Of Organizational Priorities Enhances Employees' Performance. |
|  Items | Frequency | Percent | Valid Percent | Cumulative Percent |
|  | Strongly Agree | 32 | 28.8 | 29.1 | 29.1 |
| Agree | 51 | 45.9 | 46.4 | 75.5 |
| No Opinion | 12 | 10.8 | 10.9 | 86.4 |
| Disagree | 9 | 8.1 | 8.2 | 94.5 |
| Strongly Disagree | 6 | 5.4 | 5.5 | 100.0 |
| Total | 110 | 99.1 | 100.0 |  |
|  |  |  |  |  |  |
|  |  |  |  |  |

Sources: field survey 2017

Table 13 states that 32(29.1%) respondents strongly agreed, 51(46.4%) agreed,12(10.9%) said No opinion while 9(8.2%) disagreed and 6(5.5%) strongly agree. With this result is obvious that proper arrangement of organizational priorities enhance employees’ performance.

|  |
| --- |
| Table 14: First Thing First Priority Brings Harmony Between Management And Employees. |
|  Items | Frequency | Percent | Valid Percent | Cumulative Percent |
|  | Strongly Agree | 28 | 25.2 | 25.5 | 25.5 |
| Agree | 36 | 32.4 | 32.7 | 58.2 |
| No Opinion | 16 | 14.4 | 14.5 | 72.7 |
| Disagree | 19 | 17.1 | 17.3 | 90.0 |
| Strongly Disagree | 11 | 9.9 | 10.0 | 100.0 |
| Total | 110 | 99.1 | 100.0 |  |
|  |  |  |  |  |  |
|  |  |  |  |  |

Sources: field survey 2017.

Table 14 shows that 28(25.2%) strongly agreed, 36(32.7%) agreed while 16(14.5%) said No opinion, 19(17.3%) disagreed and 11(10.0%) strongly disagreed that first thing first priority brings harmony between management and employees.

Table 15 First thing first priorities significantly influence employees’ performance.

|  |
| --- |
|  |
|  Items | Frequency | Percent | Valid Percent | Cumulative Percent |
|  | Strongly Agree | 23 | 20.7 | 20.9 | 20.9 |
| Agree | 42 | 37.8 | 38.2 | 59.1 |
| No Opinion | 15 | 13.5 | 13.6 | 72.7 |
| Disagree | 14 | 12.6 | 12.7 | 85.5 |
| Strongly Disagree | 16 | 14.4 | 14.5 | 100.0 |
| Total | 110 | 99.1 | 100.0 |  |
|  |  |  |  |  |  |
|  |  |  |  |  |

Sources: field survey 2017.

Table 15 shows that 23 respondents (20.9%) strongly agreed, 42 respondents (38.2%) agreed meanwhile 15 said No opinion (13.6%), 14 respondents (12.7%) disagreed and 16 respondents (14.5%) strongly disagreed as well. The result shows that most respondents agreed that first thing first priorities significantly influence employees’ performance.

**4.3 Test of hypotheses**

Hypothesis is a tentative statement about one or more set of facts or phenomenon. According to the Macmillan English Dictionary for Advanced learners, hypothesis is defined as an idea that attempts to explain something but has not yet been tested or proved to be correct. In other words, they are more or less guesses to be tested before they can be called facts. The statistical hypothesis is the null hypothesis (Ho) and the alternative hypothesis (H1). The hypothesis of this research shall be tested using chi-square test.

**Chi-Square Test**

**Hypothesis one:**

H0. There is a significant positive relationship between planning and employees performance.

H1. There is no significant positive relationship between planning and employees performance.

|  |
| --- |
| Table 3 Planning Has Positive Influences On Employees' Performance. |
|  | Observed N | Expected N | Residual |
| Strongly Agree | 52 | 22.0 | 30.0 |
| Agree | 41 | 22.0 | 19.0 |
| No Opinion | 7 | 22.0 | -15.0 |
| Disagree | 4 | 22.0 | -18.0 |
| Strongly Disagree | 6 | 22.0 | -16.0 |
| Total | 110 |  |  |

|  |
| --- |
| **Test Statistics** |
|  | Table 3 Planning Has Positive Influences On Employees' Performance. |
| Chi-Square | 93.909a |
| df | 4 |
| Asymp. Sig. | .000 |
| a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 22.0. |

 **Interpretation of output from chi-square for goodness-of-fit**

In this table, the observed frequencies are showing that 52 out of the 110(or 46.8%) were strongly agreed that there is Planning Has Positive Influences on Employees' Performance and the expected N from the previously reported proportion specified (47.3%). The test statistics table reports the results of the chi- square test, which the expected and observed values .in this case, the discrepancy is very high and statistically significant( Sig. = 0.000).This means that there is a significant difference between the observed and the expected frequencies given a probability value of 0.000 which is quite below 5% level of significance. Thus the chi-square goodness of fit use indicates that there is a significant positive influence on employees’ performance and the researcher rejects the null hypothesis.

**Hypothesis two:**

 H0. Poor Time Management influence employees’ performance.

H0i. Poor Time Management does not influence employees’ performance.

|  |
| --- |
| Table 6 Poor Time Management is One Of the Problems Affecting Employees Organizational Performance. |
|  | Observed N | Expected N | Residual |
| Strongly Agree | 55 | 22.0 | 33.0 |
| Agree | 33 | 22.0 | 11.0 |
| No Opinion | 11 | 22.0 | -11.0 |
| Disagree | 4 | 22.0 | -18.0 |
| Strongly Disagree | 7 | 22.0 | -15.0 |
| Total | 110 |  |  |

|  |
| --- |
| **Test Statistics** |
|  | Table 6 Poor Time Management is One Of the Problems Affecting Employees Organizational Performance. |
| Chi-Square | 85.455a |
| df | 4 |
| Asymp. Sig. | .000 |
| * 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 22.0.
 |

 **Interpretation of output from chi-square for goodness-of-fit**

In this table, the observed frequencies are showing that 55 out of the 110(or 49.5%) were strongly agreed that Poor Time Management is one of the Problems Affecting Employees Organizational Performance and the expected N from the previously reported proportion specified (50%). The test statistics table reports the results of the chi- square test, which the expected and observed values .in this case, the discrepancy is very high and statistically significant( Sig. = 0.000).This means that there is a significant difference between the observed and the expected frequencies given a probability value of 0.000 which is quite below 5% level of significance. Thus the chi-square goodness of fit test indicates that there is a significant positive influence on employees’ performance and the researcher rejects the null hypothesis.

**Hypothesis three:**

**H0.** First thing first priorities have a significant influence on employees’ performance.

H1.First thing first priorities do not have a significant influence employees' performance

|  |
| --- |
| Table 15: First thing first priorities significantly influence employees' performance. |
|  | Observed N | Expected N | Residual |
| Strongly Agree | 23 | 22.0 | 1.0 |
| Agree | 42 | 22.0 | 20.0 |
| No Opinion | 15 | 22.0 | -7.0 |
| Disagree | 14 | 22.0 | -8.0 |
| Strongly Disagree | 16 | 22.0 | -6.0 |
| Total | 110 |  |  |

|  |
| --- |
| **Test Statistics** |
|  | Table 15: First thing first priorities significantly influence employees' performance. |
| Chi-Square | 25.000a |
| df | 4 |
| Asymp. Sig. | .000 |
| * 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 22.0.
 |

 **Interpretation of output from chi-square for goodness-of-fit**

In this table, the observed frequencies are showing that 42 out of the 110(or 37.8%) were agreed that First thing first priorities significantly influence employees' performance and the expected N from the previously reported proportion specified (38%). The test statistics table reports the results of the chi- square test, which the expected and observed values, in this case, the discrepancy is very high and statistically significant( Sig. = 0.000).This means that there is a significant difference between the observed and the expected frequencies given a probability value of 0.000 which is quite below 5% level of significance. Thus the chi-square goodness of fit test indicates that there is a significant positive influence on employees’ performance and the researcher rejects the null hypothesis.

**4.5 Conclusion of the result**

Based on the entire hypotheses tested, is showed that all the hypotheses were statistically significant so the researcher accept all the alternate hypotheses and reject the null hypotheses.

Furthermore, the result got from the test makes the researcher to conclude that time management is a relevant technique in the enhancement of employees performance in an organizations.

**CHAPTER FIVE**

5.1 **Summary of Findings**

The survey research, the researcher carried out on “effect of time management on employees’ performance at Michelle laboratory Ltd, Enugu” the researcher observed a lot of result through the questionnaires and detailed library research. After the data analysis in the previous chapter, the following findings were made:

* It also reviews that planning has positive influences on employees’ performance and planning is a key in time management at Michelle laboratory company Ltd.
* The study observed that poor time management is one of the problems affecting the employees’ organizational performance at Michelle laboratory company Ltd. Therefore, manager should conduct seminar or training on time management in order to boost the employees’ performance because time management is a secret to success
* The research also finds out that first thing first priorities significantly influence employees’ performance and also find out that the practices of first thing first priorities brings harmony between management and employees because it make the organization meet to target and needs of the consumer.

5.2 **Conclusion**

The primary objective of the study is to examine effect of time management on employees’ performance at Michelle laboratory Ltd, Enugu. From the books and other written documents relevant to the study in relationship with the opinion of the respondents the researcher then concludes that time management is of great essence to the employees performance at Michelle laboratory Ltd in Enugu metropolis, this as a result of the existence of both time management and employees performance which increases commitment of employees and performance.

However, the researcher hope and desire that this research work will be adopted and managers of every organization should at least map out time for training on time management so that the employees will be well equip in their performance and as well utilize their time well.

5.3 **Recommendation**

Every organization managers should recognize the importance of time management to their employees’ performance in order to enhance their commitment.

* Employees should learn to plan in order to utilize their time judiciously and save time for their social life because planning is a key in time management.
* Based on the finding of this research, that poor time management is one of the problems affecting the employees’ organizational performance at Michelle laboratory company Ltd. The researcher recommended that manager should conduct seminar or training on time management in order to boost the employees’ performance. Also managers at all level should adopt the habit of time management as a means to outperform competition and as well meet the needs of the consumers. Because time management is a secret to success.
* Employer and the employees should imbibe the practices of first thing first priorities in their organizations in order to increase performance of the employees because is important in their planning. This will also reduce stress and last minute rush as people are judged with the manner they handle their organizations. Managers should also ensure that everybody in the organization is trained on time management in other to ensure the overall performance of the organization.

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 **Appendix I**

Department of Business Management,

Faculty of Management and Social Sciences,

Godfrey Okoye University,

Thinker’s Corner, Enugu,

Enugu State.

6th july,2017.

Dear Respondent,

**REQUEST TO FILL A QUESTIONNAIRE**

 I am an undergraduate student of the above mentioned address, conducting a research titled time management and its effect on employees’ performance at Michelle laboratory in Enugu metropolis, Enugu state. You are expected to take part in the study.

 Please be kind enough to respond honestly to the statements in the question. Do not write your name in any part of the questionnaire. It is the sincere promise of the researcher that all responses will be held in confidence and be used only for the purpose of this research you have to fill the questionnaire and drop it with researcher.

 Yours sincerely,

 **Arinze, Amarachukwu P.**

**QUESTIONNAIRE**

**SECTION A**

Bio-data

In the blank space below, please tick () in the option that most appropriate to you. Where applicable fill the blank spaces provided in your own words.

* What is your sex?
* Female
* Male
* What is your department?
* Admin
* Production
* Accounts
* Marketing /sales
* Lab
* Tablet
* Transport
* Stores
* Antibiotics
* Packaging
* What is your position ? please indicate ………………………………………

**SECTION B**

Introduction: please answer the following question by ticking on any of the option as stated below; Strongly Agreed (SA) Agreed (A) Strongly Disagreed (SD) Disagreed (D) No Opinion (NO)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **QUESTIONNAIRE ITEMS** | **SA** | **A** | **SD** | **D** | **NO** |
|  | Planning is a key in time management. |  |  |  |  |  |
|  | Management does not believe in planning. |  |  |  |  |  |
|  | Planning have positive influences on employees performance. |  |  |  |  |  |
|  | Planning is important to organizational productivity. |  |  |  |  |  |
|  | Adequate planning and proper planning enhances organizational commitment. |  |  |  |  |  |
|  | Poor time management is one of the problems affecting employees’ organizational performance. |  |  |  |  |  |
|  | Time management has negative effect on employees performance. |  |  |  |  |  |
|  | Employees’ performance is insufficient because of poor time management. |  |  |  |  |  |
|  | Time management significantly influences the rate of employees’ performance. |  |  |  |  |  |
|  | Time management is a secret to success in an organization. |  |  |  |  |  |
|  | First thing first priorities significantly enhance employees performance. |  |  |  |  |  |
|  | First thing first priorities is important in an organization |  |  |  |  |  |
|  | Proper arrangement of organizational priorities enhances employees’ performance. |  |  |  |  |  |
|  | First thing first priority brings harmony between management and employees. |  |  |  |  |  |
|  | First thing priorities significantly influence employees’ performance. |  |  |  |  |  |

**SECTION C**

Please give the needed information about your organization to enable the researcher carry out a complete research by filling the blank spaces.

* Does your organization have any tools use for measuring time management, if yes please identify! ..........
* Is there any relationship between the employees and employer in your organization? …………..
* Does your organization practices ethical conduct? That is the moral principles guiding the good and the bad in your organization…………….
* Does your organization have rules, regulation and culture that guides the organization, if yes please identify! …………………………….
* How does your organization treat their staff? Very high() high () moderate() low()
* How fair are they to their staff? Very high() high () moderate() low()
* Does your organization practices on-the-job? Yes() No ()
* Is there promotion and how often do they promote their staff? Weekly() monthly() annually ()
* How consistent are they in the promotion of their staff? Yes () No()

**Appendix**

1 Planning is a key in time management.

* Strongly Agree ( ) (b) Agree ( ) (c) No opinion ( ) (d) Disagree ( ) (e) Strongly Disagree ( )

 2 Management does not believe in planning.

* Strongly Agree ( ) (b) Agree ( ) (c) No opinion ( ) (d) Disagree ( ) (e) Strongly Disagree ( )

3 Planning have positive influences on employees performance.

* Strongly Agree ( ) (b) Agree ( ) (c) No opinion ( ) (d) Disagree ( ) (e) Strongly Disagree ( )

 4 Planning is important to organizational productivity.

* Strongly Agree ( ) (b) Agree ( ) (c) No opinion ( ) (d) Disagree ( ) (e) Strongly Disagree ( )

5 Adequate planning and proper planning enhances organizational commitment.

* Strongly Agree ( ) (b) Agree ( ) (c) No opinion ( ) (d) Disagree ( ) (e) Strongly Disagree ( )

6 Poor time management is one of the problems affecting employees organizational performance.

* Strongly Agree ( ) (b) Agree ( ) (c) No opinion ( ) (d) Disagree ( ) (e) Strongly Disagree ( )

7 Time management has negative effect on employees’ performance.

* Strongly Agree ( ) (b) Agree ( ) (c) No opinion ( ) (d) Disagree ( ) (e) Strongly Disagree ( )

8 Employees performance is insufficient because of poor time management.

* Strongly Agree ( ) (b) Agree ( ) (c) No opinion ( ) (d) Disagree ( ) (e) Strongly Disagree ( )

9 Time management significantly influences the rate of employees’ performance.

* Strongly Agree ( ) (b) Agree ( ) (c) No opinion ( ) (d) Disagree ( ) (e) Strongly Disagree ( )

10 Time management is a secret to success in an organization.

* Strongly Agree ( ) (b) Agree ( ) (c) No opinion ( ) (d) Disagree ( ) (e) Strongly Disagree ( )

11 First thing first priorities significantly enhance employees’ performance. (a) Strongly Agree ( ) (b) Agree ( ) (c) No opinion ( ) (d) Disagree ( ) (e) Strongly Disagree ( )

 12 First thing priorities is important in an organization.

* Strongly Agree ( ) (b) Agree ( ) (c) No opinion ( ) (d) Disagree ( ) (e) Strongly Disagree ( )

 13 Proper arrangements of organizational priorities enhance employees’ performance.

 (a) Strongly Agree ( ) (b) Agree ( ) (c) No opinion ( ) (d) Disagree ( ) (e) Strongly Disagree ( )

14 First thing first priority brings harmony between management and employees. (a) Strongly Agree ( ) (b) Agree ( ) (c) No opinion ( ) (d) Disagree ( ) (e) Strongly Disagree ( )

15 First thing first priorities significantly influence employees’ performance.

 (a) Strongly Agree ( ) (b) Agree ( ) (c) No opinion ( ) (d) Disagree ( ) (e) Strongly Disagree ( )